

**ANNUAL FEORP PLAN CERTIFICATION
FOR THE FISCAL YEAR 2020**

A. Name and Address of Agency:

U.S. Department of Housing and Urban Development (HUD)
451 7th Street, Southwest
Washington, DC 20410

B. Name and Title of Designated FEORP Official (Include email address, telephone and fax number. In addition, please include address):

Monica M. P. Matthews
Chief Human Capital Officer
Monica.M.Matthews@hud.gov
202-708-0940 – telephone
202-401-4433 – fax

C. Name and Title of Contact Person (Include email address, telephone and fax number. In addition, please include address):

Michelle A. Cottom
Director, Office of Diversity and Inclusion
Michelle.A.Cottom@hud.gov
202-402-5627 – telephone
202-401-0680 – fax

CERTIFICATION

I certify the above agency: 1) Has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454 and subsequent regulations and guidance issued by the U.S. Office of Personnel Management; 2) All field offices or installations with fewer than 500 employees are covered by a FEORP plan; 3) All field offices or installations with 500 or more employees are covered either by this plan or by a local plan; and 4) Such plans are available on request from field offices or installations.

Print Name Monica M. P. Matthews Signature [Signature] Date 12/18/2019
Title: Chief Human Capital Officer
Email Address: Monica.M.Matthews@hud.gov
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Print Name John P. Benison Signature [Signature] Date 12/4/19
Title: Director, Office of Departmental Equal Employment Opportunity
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Print Name Michelle A. Cottom Signature [Signature] Date 12/4/19
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U.S. Department of Housing and Urban Development (HUD)
Fiscal Year (FY) 2019 Federal Equal Opportunity Recruitment Program (FEORP)
Accomplishments and Successful/Promising Practices

In Fiscal Year (FY) 2019, HUD continued to provide resources and support to overcome cognitive, motivational, and structural barriers that inhibited our inclusive diversity efforts. Through its Office of Diversity and Inclusion (ODI), in the Office of the Chief Human Capital Officer (OCHCO), we launched a mandatory diversity and inclusion (D&I) training model entitled: *The New Inclusion Quotient (IQ)*. This live, four-hour, instructor led training, began cultivating an environment throughout HUD that fosters innovation and inspires creative solutions to our D&I challenges. More importantly, implementation of this department-wide D&I training strategy, reaffirms our commitment to diversify the Federal workforce through active engagement of leadership, and this is the first goal in our Inclusive Diversity Strategic Plan (IDSP).

Subsequently, HUD has completed 95 percent of the goals and objectives outlined in our 2017-2021 IDSP, in four years. Given these accomplishments we have begun to strategize and develop a new strategic plan that will thrust HUD into a model for inclusive diversity. We will address diversity related concerns consistent with the organization's philosophy and policy, and we endeavor to foster an inclusive climate that improves organizational performance.

Also, ODI continues to reevaluate our organizational structures to promote teamwork, collaboration, cross-functional operations, and transparency. It serves as the subject matter expert and technical advisor to HUD leadership on all D&I matters. Providing guidance and advise on cross cutting and precedence setting initiatives and strategies from across the federal and private sector. ODI provides recommendations for enhancing D&I operations by reviewing and assessing existing and proposed workforce and inclusion strategic initiatives, such as, D&I training, employee engagement, and the use of D&I language, etc.). It shares best practices, leverages internal organizational resources, and facilitates collaboration with our external stakeholders. All the while, providing oversight for the departmental Diversity Council (Council). The Council is an independent executive level think-tank that provides advice and recommendations to the Secretary related to D&I. The Council is comprised of senior executive representatives from each of the Department's program offices, employee resource/affinity group leaders and representatives from both HUD Unions.

Additionally, and on an annual basis, we review and analyze the results of the Federal Employee Viewpoint Survey (FEVS) as indicated by the Employee Engagement Index (EEI) and the New IQ responses to update our employee engagement action plans. Each quarter, we monitor progress against our action plans to remain engaged with our employees. In addition to the FEVS and Public Service Recognition week, we hold an annual award ceremony to recognize the outstanding contributions of our employees.

At the request of Secretary Carson, the Office of Departmental Equal Employment Opportunity (ODEEO) developed and implemented Harmony & Respect at HUD: Civility Matters. This initiative was designed to raise awareness of workplace behaviors inconsistent with HUD policy and standards, employee and supervisor roles and responsibilities in creating an inclusive

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workplace, and tools available to assist in resolving workplace concerns when they arise. ODEEO piloted *Harmony & Respect at HUD: Civility Matters* training with a group of HUD's senior leaders. After which, ODEEO conducted a mandatory overview session of *Harmony & Respect at HUD: Civility Matters* for all HUD employees at which the Secretary provided opening remarks, an expert facilitator led the training, and the Acting Deputy Secretary provided closing remarks. Finally, when requested by field leadership, ODEEO traveled to regional and field offices to conduct the full training to smaller groups of employees and supervisors.

In addition, ODEEO conducted numerous Special Emphasis Program Observances commemorating Women's History Month, National Disability Employment Awareness Month, National Hispanic Heritage Month, and Women's Equality Day. ODEEO also worked with the Office of Disaster Management and National Security to conduct a Focus Group with individuals with disabilities or functional limitations to discuss current evacuation procedures and recommendations for enhancement. Additionally, as a means of preventing disparate treatment and impact, ODEEO supported HUD program offices by conducting a civil rights impact analysis when structural reorganizations were proposed. ODEEO also provided training to managers and supervisors in several program offices on how the EEO complaint process works and ways to resolve EEO conflicts early and at the lowest possible level. Furthermore, the ODEEO Director provided a State of EEO briefing to the Secretary, Acting Deputy Secretary, and all other HUD Principal Staff. Finally, on behalf of HUD, the ODEEO Director shared his leadership story as part of a panel at the Federally Employed Women's (FEW) National Training Conference and was the only Federal EEO Director to publish a letter of recognition and congratulations to FEW on the 50th anniversary of their organization that was included in their national training conference program.

**U.S. Department of Housing and Urban Development (HUD)
Fiscal Year (FY) 2020 Inclusive Diversity Strategic Plan - Goals**

Goal 1. Diversify the Federal Workforce through Active Engagement of Leadership:			
Owner	Action	Measurement	Status
Office of Departmental Equal Employment Opportunity (ODEEO) Affirmative Employment Division (AED)	Using the HUD workforce analytics system and tools, conduct workforce analyses (consistent with MD 715 instructions) to identify areas of low representation against the CLF benchmarks at all grade levels and in all occupations, with emphasis on positions in the SES, managerial and supervisory ranks, and mission critical occupations. This initial assessment will be the baseline data against which future progress is measured.	Human Capital Dashboard (Dashboard) and HUD Workforce Analytics System	AED - In progress
Office of Diversity & Inclusion (ODI)/Human Capital Services (HCS), ODEEO/AED	HUD will continue to utilize the Human Capital Dashboard and/or any other employment data or tool to analyze attrition data to determine if disparities exist and address identified retention issues.	Dashboard, Management Directive (MD) 715, and Barrier Analysis Report(s)	ODI – utilizing Dashboard to advise. AED – analyzing data HCS – addressing retention

Goal 2. Include and Engage Everyone in the Workplace:			
Owner	Action	Measurement	Status
ODI	HUD will launch our D&I four-hour mandatory New IQ training in our field offices beginning in the 2 nd quarter of 2020. We anticipate total compliance by September 30, 2020.	HUD's Learning Management System (LMS).	Ongoing
ODI	HUD will continue to promote and share activities, events, awards and other D&I interests with the HUD workforce via HUDs Newsletter. In addition, these efforts will also be communicated to our internal and	D&I Policy Statement and Website, IDSP, HUD-Up, and OPM.max.gov	Ongoing

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	external stakeholders via HUD's website and during HUD sponsored events.	
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Goal 3. Optimize Inclusive diversity efforts using data-driven approaches:			
Owner	Action	Measurement	Status
ODI/HUD Learn	Utilizing the Human Capital Dashboard, HUD will continue to monitor annual performance goals that further promote inclusive diversity in our hiring practices throughout the Department.	Dashboard, FEORP, and MD-715 Report	Ongoing
Office of Administration/ Office of the Chief Human Capital Officer/ODI	HUD will continue to engage senior leadership through collaboration, consultation and communication on diversity and inclusion issues impacting the Department through the Diversity Council.	Diversity Council Meetings	Ongoing quarterly meetings (HUD will reevaluate in 2020).

FY 2019 Strategic Activities Related to Hispanic Employment

In FY 2019, HUD's Office of Departmental Equal Employment Opportunity (ODEEO) identified strategic activities necessary to address the underrepresentation of Hispanics-Latinos. Low representation of Hispanics-Latinos continues to be an overall government-wide workforce concern. In compliance with Office of Personnel Management (OPM) and Equal Employment Opportunity Commission (EEOC), recommendations, HUD has included the need to conduct a comprehensive review of workforce demographic data to identify areas of low participation, barrier analysis of identified deficiencies in its Hispanics-Latino workforce, and develop and implement corrective actions to address and/or eliminate barriers of EEO, diversity and inclusion.

Under HUD's Diversity Council, and in support of Hispanic-Latino employees, the "Latino Network" and "HUD National Image Chapter" serve as two employee resource groups, established to assist leadership by: 1) promoting an inclusive work environment that furthers HUD's diversity vision; 2) identifying goals to achieve HUD's diversity, inclusion and engagement vision; 3) conducting an organizational assessment to allow HUD to understand the climate and develop strategic diversity goals; and 4) providing policy recommendations to HUD leadership and an annual report documenting the progress of strategic planning efforts.

Goals:

- Build a diverse, high-performing workforce that is reflective of all segments of society, including the Hispanic-Latino community.
- Cultivate a work environment that is inclusive of Hispanics-Latinos, as evidenced by increased retention, professional development and advancement of Hispanics-Latinos in the HUD workforce.
- Facilitate outstanding, culturally competent public service and Hispanic-Latino stakeholder relations through effective leadership and accountability.

Strategies:

- Ensure human capital and workforce succession plans contain strategies to address HUD's low Hispanic-Latino participation rates.
- Establish a pipeline for Hispanic-Latino students/graduates to begin careers with HUD by targeting specific locations and academic institutions.
- Establish a communication and outreach marketing campaign to ensure the Hispanic-Latino community receives real-time information about HUD Hiring Events and job vacancies, SES candidate programs and job opportunities.
- Establish a corporate recruitment/outreach committee to coordinate HUD's presence at diversity events, including the Hispanic-Latino community, and continue to work with organizations such as the League of United Latin American Citizens (LULAC) and National IMAGE Inc., to market HUD as a model employer and deliver employment and career information.
- Conduct Technical Assistance Reviews to capture and share best practices in Hispanic-Latino employment, recruitment/outreach and retention.
- Review Hispanic Employment Program (HEP) policy and Hispanic Employment Program Manager (HEPM) roles and responsibilities, on all levels, to ensure alignment with strategic efforts.

FY 2019 Strategic Activities Related to Hispanic Employment

Accomplishments

While HUD is proud of the progress it makes, it is also aware that work still needs to be done to incorporate and appreciate the talents and contributions of its Nation's Hispanic-Latino employees. To accomplish this task, HUD's HEPM is focused on representing the concerns and implementing initiatives in the interest of HUD's Hispanic-Latino employees. The HEMP is a regular participant at the National Council of Hispanic Employment Program Managers (NCHEPM) monthly meetings and engaged in employee development initiatives, such as speed mentoring and training. The HEPM also continued a partnership with HUD's National Image, Inc. chapter, and formed a working group to plan initiatives to address HUD's Hispanic-Latino workforce needs. Finally, the HEPM informs Hispanic employees of relevant news, programs, and opportunities through regular communication utilizing ODEEO's webpage, HUD@Work announcements and social media.

As it pertains to the FY 2019 Affirmative Employment Plans for Hispanics-Latinos, the following are HUD's accomplishments:

Goal 1) Build a diverse, high-performing workforce that is reflective of all segments of society, including the Hispanic-Latino community.

- Review and analyze workforce data to identify gaps in the Hispanic-Latino participation.
- HUD met with the U.S. Department of Education, Excellence in Education for Hispanics, to discuss partnership in HUD programs and developed plans for regular interaction with Hispanic-Latino students, beginning with Executive Leadership Mentoring, and continuing with a comprehensive overview of applying for jobs through [USAJobs.gov](https://www.usajobs.gov).

Goal 2) Cultivate a work environment that is inclusive of Hispanics-Latinos through increased retention, professional development and advancement of Hispanics-Latinos in the HUD workforce, in keeping with merit principles. Efforts toward achieving these goals included:

- Developing the 2019 Hispanic Affirmative Employment Plan available to all HUD employees on the ODEEO website.
- Creating a Hispanic Employment Program website that includes easy access to information, demographical information, and useful resources.

Goal 3) Facilitate outstanding, culturally competent public service and Hispanic-Latino stakeholder relations through effective leadership and accountability.

- In 2019, HUD's Hispanic Heritage Month Activities included an event featuring a Latino Senior Executive as the keynote speaker and a Latino Employee Spotlight proudly highlighting some of HUD's brightest and most committed staff. In addition, HUD also recognized a selfless group of HUD employees that served as emergency responders during Hurricane Maria. A group of HUD employees, all volunteers from across the U.S., were sent to Puerto Rico to set up Disaster Recovery Resource Fairs to provide those impacted with guidance, assistance and other services, directly assisting over 6,000 individuals and families to find housing and FEMA assistance. These HUD volunteers received the "Gears of Government" award from the White House for their efforts.

**U.S. Department of Housing and Urban Development (HUD)
Fiscal Year (FY) 2019 Federal Equal Opportunity Recruitment Program (FEORP)
Strategic Activities Related to the Employment of People with Disabilities**

Self-identification, Benchmarking, and Analysis and Accountability

In FY 2019, HUD's representation of People with Disabilities (PWD) was 11.26 percent (783) of the total permanent workforce (6,958). While HUD is still 0.75 percent below Federal agency-wide goal of 12 percent, it is an increase of 1.11 percent from FY 2018. Additionally, HUD's FY 2019 participation rate of Persons with Targeted Disabilities was 2.92 percent (203) of the total permanent workforce, exceeding the Federal agency-wide goal of 2 percent.

From previous years analysis, HUD recognized there is a sizable number of employees who are disabled but have not self-identified. HUD believes its small shortfall in obtaining the EEOC's goal of 12 percent for PWDs could be eliminated through an aggressive self-identification campaign. In FY 2019, HUD's Office of Departmental Equal Employment Opportunity Office (ODEEO) began collaboration efforts with the Office of the Chief Human Capital Officer (OCHCO) to conduct this department-wide resurveying campaign by drafting a message for issuance to all HUD employees in FY 2020. ODEEO also engaged in collaborative partnerships with an employee resource group (ERG), Advocating HUD Employees with Disabilities (AHeD) to develop and implement dynamic programming for National Disability Employment Awareness Month.

Outreach and Recruitment

In FY 2019, HUD continued the approach to veterans' recruitment to streamline services to establish a 'one stop shop' for our managers and applicants. This approach included the transition from the Veteran's Employment Program Manager (VEPM), being the single point of contact for all veterans' recruitment for the Department to the expanded role of multiple Human Resources Business Partners (HRBP) coordinating and executing veterans' recruitment for their respective customer assignments in tandem with the VEPM. This transition resulted in the following streamlined processes:

Streamlined recruitment strategies: The HRPB works with Program Office leadership to determine workforce needs and provide recruitment strategies to accomplish the hiring objectives of the respective office. Previously, if a manager was interested in veterans' recruitment, the HRBP would need to refer them to the VEPM for assistance. Now that the HRBP is fully involved in all aspects of hiring, they proactively recommend veterans recruitment and facilitate the process with the Shared Service Provider, thereby expanding the marketing of the various hiring flexibilities, as well as streamlining the hiring process by eliminating the need for multiple HR Specialists to provide advice, guidance and eligible applicants for selection.

Establishment of central email account (Recruitment@HUD.gov) and phone number, which minimized the various sources with which disabled veterans and their spouses communicate to obtain resources. These central sources mitigate risks inherent in communication processes that are dependent upon a single resource.

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Strategic Activities Related to the Employment of People with Disabilities

Establishment of a central repository of applicants. Once a disabled veteran or their spouse emails their applicant materials and supporting documentation, their information is reviewed by a HR Specialist and logged into our repository. Initial eligibility and qualification determinations are made at that time as well to enable search capabilities as positions become available for recruitment. If it is found that supporting documentation is not provided, HUD will reach out to the applicant to obtain this data. This repository is currently used to search for potentially qualified applicants for positions as they become vacant and as hiring managers express interest in recruitment using veterans' authorities. While this approach has enabled a searchable repository of applicants, HUD is looking to further streamline the upload and search capability in FY 2020.

HUD's FY 2019 outreach efforts were extensive and fruitful. HUD maintained established relationships with Morgan State University's Office of Student Veterans Affairs, American University's Office of Veterans and Military Affairs and continued relationships with organizations such as Operations War Fighter and Wounded Warriors in the Washington, D.C., metropolitan area. HUD continues to maintain effective working relationships with Department of Labor's Veteran Service, veteran service organizations and several disability rights organizations. HUD attended at least one outreach event per quarter. While attending these events, participants, including 30 percent or more disabled veterans, were encouraged to contact HUD's VEPM and to email the central email account (Recruitment@HUD.gov) to address any questions or concerns about the Federal employment process.

In FY 2019, over 200 emails were received with inquiries regarding veterans' employment. HUD was able to communicate effectively and timely with the many disabled veterans who were not aware of the Non-Paid Work Experience Program, specifically, the value in gaining additional skills to qualify for future employment opportunities as well as enhancing their current skills set. During FY 2019, HUD was able to hire eighty-two (82) 30 percent or more disabled veteran applicants; these hires allowed HUD to complete FY 2019 with a population of 16.6 percent veterans and a population of 9.5 percent disabled veterans across the Department.

To ensure our veterans are aware they can be considered for job opportunity announcements (JOAs) and HUD attracts their interest, all vacancy announcements include a noncompetitive appointment eligibility statement specifically defining 30 percent disabled veterans, Veterans' Recruitment Appointment (VRA), and Schedule A appointing authorities. In addition, veterans continue to be considered under the Veterans' Employment Opportunities Act when HUD expands JOAs externally.

Hiring

In FY 2019, 20 percent of HUD's hiring were veterans and 13.7 percent were veterans with disabilities, which represent an overall 4 percent increase in overall veterans' hiring from FY 2018. Additionally, of all competitive promotions in the Department, approximately 19 percent were veterans and 12.5 percent were 30 percent or more disabled veterans.

FY 2019 FEORP Progress Tracker

U.S. Department of Housing and Urban Development

HUD

Mentoring

Mentoring	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a Formal Mentoring Program	Response	
	Yes	
Mentoring Training provided	Response	
	Yes	
Program is evaluated	Response	
	Yes	
Frequency of Program Evaluation (e.g. annual, semiannual, quarterly, other)	Response	
	Annual	
Feedback is provided	Response	
	Yes	
Program is announced to all qualified individuals	Response	
	Yes	
Agency collects demographic data of mentoring participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response	HUD collects this data; however, our contracted software does not currently request or store this data.
	No	
Mentoring	Quantitative Questions (# or %)	
Percent of employees involved with mentoring in FY 2019	Response	
	0.02%	
Percent of SES involved with mentoring in FY 2019	Response	
	0.04%	
Percent of managers involved with mentoring in FY 2019	Response	
	0.03%	
Percent of supervisors involved with mentoring in FY 2019	Response	
	0.03%	
Count of employees involved with mentoring in FY 2019	Response	
	199	
Count of SES involved with mentoring in FY 2019	Response	
	3	
Count of managers involved with mentoring in FY 2019	Response	
	31	
Count of supervisors involved with mentoring in FY 2019	Response	
	31	
Total number of employees eligible to participate in FY 2019	Response	
	6958	

Diversity and Inclusion Training

Diversity and Inclusion Training	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
Formal Diversity and Inclusion Training provided	Response	
	Yes	
Frequency of Diversity and Inclusion Training per year (e.g. annual, semiannual, quarterly, other)	Response	
	Annual	

All employees briefed on agency's Diversity and Inclusion Policies	Response	
	Yes	
Diversity and Inclusion Training	Quantitative Questions (# or %)	
Percent of employees who have participated in formal Diversity and Inclusion Training in FY 2019	Response	Due to the government-wide shutdown and budget constraints, our HUD internal mandate was to provide D&I training to HQ staff; therefore, we reached a total of 2095 HUD employees.
	78.00%	
Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2019	Response	
	16.00%	
Count of employees who have participated in formal Diversity and Inclusion Training in FY 2019	Response	HUDs goal for FY-19 was to train 2653 employees.
	2081	
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2019	Response	
	14	
Total number of employees eligible to participate (this should not be equal to the total count that has participated unless 100% of workforce has participated) in FY 2019	Response	HUDs internal mandate was to train HQ staff in FY-19; then field (3354) and outstationed (951) staff in FY-20. HUD has 6839 employees 114 SES for a total of 6953 HUD employees.
	2653	
Diversity and Inclusion Council		
Diversity and Inclusion Council	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a Diversity and Inclusion Council	Response	
	Yes	
Diversity and Inclusion Council has a charter	Response	
	Yes	
Council members have received training	Response	
	Yes	
Council's mission aligns to agency mission	Response	
	Yes	
Frequency of council meetings (e.g. annual, semiannual, quarterly, other)	Response	
	Quarterly	
Diversity and Inclusion Council	Quantitative Questions (# or %)	
Percent of employees on council	Response	
	43.00%	
Percent of Senior Leadership on council	Response	
	57.00%	
Count of employees on council	Response	
	15	
Count of Senior Leadership on council	Response	
	20	
Total number of people on council	Response	
	35	
Development Programs		
Development Programs	Qualitative Questions (Yes or No)	If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a SES Candidate Development Program that is announced to all qualified individuals	Response	HUD did not offer a CDP during FY-2019. As an alternative =, we offered formal Executive Development opportunities to the qualified talent pool (GS-14s and GS-15s).
	No	
The SES Candidate Development Program is evaluated regularly	Response	
	No	
Agency has a Career Development Program that is announced to all qualified individuals (this is a CDP that is different from the SES CDP program and geared towards the lower grade levels)	Response	
	Yes	

The Career Development Program is evaluated regularly	Response	
	Yes	
Agency collects demographic data of development program participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response	HUD collects this data through SF-182 registrations in the Learning Management System (LMS) and verifies it using the employees pay record from the National Finance Center; however, our contracted LMS software does not currently produce or store RSNOD data to be instantly requested.
	Yes	
Development Program	Quantitative Questions (# or %)	
Percent of employees who participated in the SES Candidate Development Program in FY 2019	Response	HUD did not offer a CDP during FY2019. As an alternative, we offered formal Executive Development opportunities to the qualified talent pool (GS-14s and 15s).
	0.00%	
Percent of employees who participated in a Career Development Program in FY 2019	Response	HUD did not offer a CDP during FY2019. As an alternative, we offered formal Executive Development opportunities to the qualified talent pool (GS-14s and 15s).
	0.00%	
Count of employees who participated in the SES Candidate Development Program in FY 2019	Response	HUD did not offer a CDP during FY2019. As an alternative, we offered formal Executive Development opportunities to the qualified talent pool (GS-14s and 15s).
	0	
Count of employees who participated in a Career Development Program in FY 2019	Response	HUD did not offer a CDP during FY2019. As an alternative, we offered formal Executive Development opportunities to the qualified talent pool (GS-14s and 15s).
	0	
Performance Plans		
Does your agency have a Diversity and Inclusion (D&I) element in the following groups' performance plans (this may also be incorporated in the leading people element)?		
D&I Element in SES performance plans		Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count
Yes	100.00%	100
D&I Element in Management/Supervisor performance plans		Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count
No	0.00%	1
D&I Element in employee performance plans		Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count
No	0.00%	1